THE VICE CHAIRMEN

ROBERT TRALLES HERRES

6 February 1987 — 28 February 1990

Robert Herres was born on 1 December 1932 in Denver, Colorado. His father had taught Morse Code to Army aviators in World War I, and Herres's older brother graduated from the US Military Academy. Graduating from East High School in Denver, Herres applied for appointments to both West Point and the US Naval Academy, winning appointment to the latter in 1950. During the summer before his final year as a midshipman, he learned to fly seaplanes over the Chesapeake Bay. Enthralled by flying and anxious to begin flight training immediately upon graduation, Herres exercised an option available before the establishment of the Air Force Academy and entered the Air Force as a second lieutenant after graduating from the Naval Academy in 1954. Following flight training, Lieutenant Herres flew F-86 fighters for the next three years.

After earning a master's degree in electrical engineering from the Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio, in 1958, Herres was promoted to captain in 1959 and to major five years later. From 1960 to 1963 he was assigned as an analyst at the US European Command Electronic Intelligence Center, Lindsey Air Station, West Germany, where he developed estimates of the technical capabilities of Soviet bloc forces. After a year in flight operations at Chateauroux Air Station in France, he entered the Air Command and Staff College, Maxwell Air Force Base, Alabama. During this period he also earned a master's degree in public administration from George Washington University.

Herres was selected as an astronaut-pilot in the Manned Orbiting Laboratory (MOL) program in 1966. Promoted in February 1967, Lieutenant Colonel Herres graduated from the Aerospace Research Pilot School, Edwards Air Force Base,

General Robert Tralles Herres
United States Air Force

Midshipman Herres aboard the USS *Albany,* 1951.

California, where he flew F-104 Starfighters and a variety of other aircraft. Moving to the MOL program at Los Angeles Air Force Station, California, he served from August 1967 to August 1969 as an aerospace research flight test officer, Chief of the Flight Crew Division, and Assistant to the Deputy Program Director for Test Operations.

He was promoted to colonel in November 1968 and, on cancellation of the MOL program in June l969, became Deputy Chief of Staff for Plans and Requirements at the Air Force Flight Test Center, Edwards Air Force Base. From 1970 to 1971 Herres attended the Industrial College of the Armed Forces, Fort Lesley J. McNair, Washington, DC, where he helped draft a text on the military uses of space.

In 1971 Colonel Herres became Vice Commander of Strategic Air Command's (SAC) 449th Bombardment Wing, Kincheloe

Air Force Base, Michigan, flying B-52 bombers, and was appointed wing commander in February 1973. In April 1973 he left Kincheloe to command the 310th Strategic Wing (Provisional) at U-Tapao Royal Thai Naval Air Field, Thailand, where KC-135 tankers under his command flew missions in support of US military operations in Southeast Asia. Six months later, Herres returned to Kincheloe to resume command of the 449th. He remained there until March 1974, when he was designated Director of Command and Control at SAC Headquarters, Offutt Air Force Base, Nebraska. In September 1974 he was promoted to brigadier general.

During the next decade General Herres served both in command positions and in staff assignments involving command, control, and communications (C3). In 1975 he became Deputy Commander, Security Assistance

Lieutenant Colonel Herres, *far left,* at the announcement of his selection for the Manned Orbiting Laboratory program, 1967.

Programs, in the Electronics System Division, Hanscom Air Force Base, Massachusetts, where he managed foreign military sales programs. In August 1977 Herres joined the Air Staff as Assistant Chief of Staff for Communications and Computer Resources. He was promoted to major general in March 1978.

Two command assignments followed. Herres headed the Air Force Communications Command, Scott Air Force Base, Illinois, from 1979 to 1981. From 1981 to 1982 he commanded SAC's Eighth Air Force, Barksdale Air Force Base, Louisiana. His command included B-52s, FB-111s, KC-135s, and Minuteman and Titan intercontinental ballistic missiles. Having received his third star in August 1981, he returned to the Pentagon in 1982.

As Director of Command, Control, and Communications on the Joint Staff from October 1982 to July 1984, General Herres worked

closely with the Chairman of the Joint Chiefs of Staff, General John Vessey, and the Service Chiefs on programs, plans, and budgets affecting all unified and specified commands and their service components.

In July 1984 Herres was promoted to general and became the Commander in Chief of the US-Canadian North American Aerospace Defense Command (NORAD) and its supporting US organization, the USAF Aerospace Defense Command (ADCOM); and Commander of the USAF Space Command at Peterson Air Force Base, Colorado. His skills as a pilot, engineer, technical intelligence analyst, commander, programmer, and manager of strategic command, control, and communications systems uniquely qualified him for these responsibilities.

From Colorado Springs, Herres continued to work with General Vessey on two related projects, the Strategic Defense Initiative (SDI)—a program to develop both terrestrial and space-based systems for the defense of North America against attack by Soviet ballistic missiles—and the establishment of a unified command for space. This new command was to assume broad responsibilities for military space systems supporting all three military departments and for both the ballistic missile defense effort and selected missions of the Aerospace Defense Command. The campaign to unify all US military space efforts succeeded on 23 September 1985, when President Ronald Reagan established the US Space Command and selected Herres as its first Commander in Chief (USCINCSPACE).

On 6 February 1987 General Herres became the first Vice Chairman of the Joint Chiefs of Staff, a position established by the 1986 Goldwater-Nichols DOD Reorganization Act. He served for two and one-half years with Admiral William Crowe. In formulating the responsibilities for this new position,

Crowe, Herres, and Secretary of Defense Caspar Weinberger agreed that the Vice Chairman would chair the Joint Requirements Oversight Council (JROC) and the Nuclear Command and Control System; serve as Vice Chairman of the Defense Acquisition Board (DAB); and represent the Chairman on the Defense Resources Board, the executive committee of the On-Site Inspection Agency, the Nuclear Weapons Council, the Aeronautics and Astronautics Coordinating Board, and the National Space Council. When the Bush administration established the Deputies Committee of the National Security Council in 1989, the Vice Chairman served as the Chairman's representative on the committee. Admiral Crowe relied on Herres for his technical expertise, particularly in the areas of space and command and control.

As Chairman of the JROC and Vice Chairman of the DAB, Herres institutionalized the role of the military in setting requirements for major weapons systems. As *Defense Weekly* summarized, he "breathed new life into the JROC…and put the process back in the hands of the military and the Joint Staff." In the JROC, Herres and the Service Vice Chiefs developed procedures for review and evaluation of potential joint military requirements, selected new programs to recommend to the DAB for joint development and acquisition, oversaw cross-service requirements and management issues, and resolved service differences that arose after initiation of joint programs. During Herres's tenure the JROC focused on close air support, space-based surveillance, and antisatellite systems.

Herres served briefly as Vice Chairman with General Colin Powell, who became Chairman of the Joint Chiefs of Staff on 1 October 1989. During the early months of Powell's chairmanship, Herres worked with his counterparts in the NSC Deputies Committee during the attempted rebel coup

General Herres, as Acting Chairman, briefs the National Security Council at the White House, 1987. *Left to right:* General Herres, Secretary of Defense Caspar W. Weinberger, President Ronald Reagan.

against Philippine President Corazon Aquino in November 1989 and the US intervention in Panama that December.

General Herres chose to retire before the expiration of his second term. After his retirement on 28 February 1990, his public service continued through membership on Vice President Dan Quayle's Space Policy Advisory Board and as a member of the Augustine Committee, which, at the request of President George Bush, reviewed the future of the US space program. He subsequently chaired the Presidential commission appointed to assess the role of women in the military. In April 1990 Herres became president of the United Services Automobile Association (USAA), a major financial services enterprise headquartered in San Antonio, Texas, and in September 1993 was appointed its chairman and chief executive officer.

Robert Tralles Herres
General, USAF

Promotions		Dates	
		Temporary	Permanent
2LT	. . . .	04 Jun 54	
1LT	. . . .	04 Jun 55	04 Jun 57
CPT	. . . .	29 Apr 59	04 Jun 61
MAJ	. . . .	15 Jul 64	04 Jun 68
LTC	. . . .	20 Feb 67	04 Jun 75
COL	. . . .	01 Nov 69	01 Oct 77
BG	. . . .	01 Sep 74	04 Dec 80
MG	. . . .	01 Mar 78	01 Jan 83
LTG	. . . .	01 Aug 81	
GEN	. . . .	01 Aug 84	

Assignments	Dates	
	From	To
Student, US Naval Academy, Annapolis, MD	1950	1954
Student, Pilot Training, 3560th Student Squadron, Webb Air Force Base, TX	1954	1955
Pilot, later Air Electronics Maintenance Officer, 93d Fighter-Interceptor Squadron, Kirtland Air Force Base, NM	1955	1958
Student, Air Force Institute of Technology, Wright-Patterson Air Force Base, OH	1958	1960
Technical Intelligence Analyst (Electronics Engineer), later Chief, Defensive Capabilities Section, US European Command, Electronic Intelligence Center, Lindsey Air Station, Germany	1960	1963
Assistant Chief, later Chief, Flight Training Branch, 7322d Air Base Wing, Chateauroux Air Station, France	1963	1964
Student, Air Command and Staff College, Maxwell Air Force Base, AL	1964	1965
Instructor, Weapons Employment Division, Air University, Maxwell Air Force Base, AL . . .	1965	1966
Student, Aerospace Research Pilot School, Edwards Air Force Base, CA	1966	1967
Aerospace Research Flight Test Officer; later Chief, Flight Crew Division; and Assistant to the Deputy Program Director for Test Operations, Manned Orbiting Laboratory Program, Los Angeles Air Force Station, CA	1967	1969

Assignments	**Dates**	
	From	To

Deputy Chief of Staff, Plans and Requirements,
    Air Force Flight Test Center, Edwards
    Air Force Base, CA 1969 1970
Student, Industrial College of the Armed Forces,
    Fort McNair, Washington, DC 1970 1971
Vice Commander, later Commander,
    449th Bombardment Wing,
    Kincheloe Air Force Base, MI 1971 1973
Commander, 310th Strategic Wing (Provisional),
    U-Tapao Royal Thai Naval Airfield, Thailand . . 1973 1973
Commander, 449th Bombardment Wing,
    Kincheloe Air Force Base, MI 1973 1974
Director, Command and Control, Headquarters,
    Strategic Air Command,
    Offutt Air Force Base, NE 1974 1975
Deputy Commander, Security Assistance Programs,
    Electronic Systems Division, Hanscom
    Air Force Base, MA 1975 1977
Assistant Chief of Staff, Communications and
    Computer Resources, and later Director,
    Command, Control and Communications,
    Headquarters, US Air Force, Washington, DC . . 1977 1979
Commander, Air Force Communications Command,
    Scott Air Force Base, IL 1979 1981
Commander, Eighth Air Force, Barksdale
    Air Force Base, LA 1981 1982
Director, Command, Control and Communication
    Systems, Organization of the Joint Chiefs of Staff,
    Washington, DC 1982 1984
Commander in Chief, North American Aerospace
    Defense Command and Aerospace Defense
    Command and Commander, US Air Force Space
    Command, Peterson Air Force Base, CO 1984 1985
Commander in Chief, North American Aerospace
    Defense Command and US Space Command,
    and Commander, US Air Force Space Command,
    Peterson Air Force Base, CO 1985 1987
Vice Chairman, Joint Chiefs of Staff,
    Washington, DC 1987 1990

Principal US Military Decorations

Defense Distinguished Service Medal (with 3 oak leaf clusters)
Air Force Distinguished Service Medal (with oak leaf cluster)
Navy Distinguished Service Medal
Army Distinguished Service Medal
Legion of Merit (with oak leaf cluster)
Bronze Star Medal
Meritorious Service Medal
Air Medal
Air Force Commendation Medal

DAVID ELMER JEREMIAH

1 March 1990 — 28 February 1994

David Jeremiah was born on 25 February 1934 in Portland, Oregon. He graduated from Lincoln High School in Portland and earned a bachelor of business administration in 1955 from the University of Oregon, Eugene. Jeremiah entered Naval Officer Candidate School and was commissioned an ensign on 30 March 1956. During the next ten years he served on five destroyers in the US Pacific Fleet and rose to lieutenant commander.

From 1966 to 1968 Lieutenant Commander Jeremiah worked in the Surface Electronic Warfare Systems Section in the Office of the Deputy Chief of Naval Operations for Fleet Operations and Readiness. During this period he saw that policy was often made through the financial process; so in 1968 he earned a master of science in financial management from George Washington University. After a tour as Executive Officer of the guided missile destroyer USS *Joseph Strauss,* Commander Jeremiah attended Armed Forces Staff College from August 1970 to January 1971. Four months later he graduated from the program management development course at the Harvard Business School.

Over the next several years, staff assignments alternated with sea duty. In 1971 Jeremiah became an analyst in the Office of the Assistant Secretary of Defense for Program Analysis and Evaluation. From 1974 to 1976 he commanded the guided missile destroyer USS *Preble.* In 1976 he headed the Programs, Plans, and Development Branch in the Office of the Chief of Naval Operations (CNO). He was promoted to captain in 1977. From 1979 to 1980, he commanded Destroyer Squadron 24. The following two years he served

Admiral David E. Jeremiah
United States Navy

Ensign Jeremiah.

as Executive Assistant to the Commander in Chief of the Pacific Fleet. He next served as Executive Assistant to the Chief of Naval Operations and was promoted to flag rank on 1 October 1983.

From August 1984 to April 1986 Jeremiah, now a rear admiral, commanded Cruiser-Destroyer Group EIGHT and during that period twice saw action in the Mediterranean. As Commander of Task Force 60, embarked in the carrier USS *Saratoga* (CV 60), Jeremiah coordinated naval air efforts in October 1985 that forced down an Egyptian commercial airliner carrying the hijackers of the Italian cruise ship *Achille Lauro*. While engaged in freedom of navigation operations in the Gulf of Sidra in 1986, forces under his command destroyed several missile patrol craft and two Libyan surface-to-air missile sites.

Jeremiah left the Mediterranean and, after promotion to vice admiral, served in the Office of the Chief of Naval Operations as Director of Program Planning from April 1986 to September 1987. On 29 September 1987 the Navy

Commander Jeremiah on board the USS *Joseph Strauss*, 1970.

promoted him to admiral and selected him to be the twenty-third Commander in Chief of the US Pacific Fleet (USCINCPACFLT).

With extensive operational experience, including command in the Mediterranean and the Pacific, and programmatic and fiscal management expertise, Admiral Jeremiah became the nation's second Vice Chairman of the Joint Chiefs of Staff on 1 March 1990. He assumed responsibility in the areas of joint warfighting requirements development, resource allocation, crisis-policy management, nuclear weapons development and security, and oversight of intelligence requirements.

Rear Admiral Jeremiah, as commander of Task Force 60, in the task force command and control room of the USS *Saratoga* during operations off the coast of Libya, 1986.

Jeremiah once observed that, in fulfilling these responsibilities for the Chairman, the job of Vice Chairman was "the broadest in the Department of Defense, certainly the broadest job in military uniform."

Admiral Jeremiah served with General Colin L. Powell for three and one-half years. Their working relationship closely resembled a partnership, with Powell describing Jeremiah as his "alter ego." They decided that the

Vice Chairman should participate fully in the management and direction of the Joint Staff and in providing military advice to the National Command Authorities. Jeremiah dealt with the services on programs and budgets, with the National Security Council (NSC) Deputies Committee in crisis management, and with the Director of Central Intelligence on intelligence requirements and oversight. Powell relied on Jeremiah as a sounding board and source of advice on a wide range of issues. Thus Jeremiah's influence went well beyond his responsibilities as Chairman of the Joint Requirements Oversight Council (JROC) and Vice Chairman of the Defense Acquisition Board (DAB) and as the Chairman's representative in the interagency policy-making process. In October 1992, with strong backing from Powell, Congress made the Vice Chairman a full member of the Joint Chiefs of Staff.

After the 1990 Iraqi invasion of Kuwait, Admiral Jeremiah worked as a member of the NSC Deputies Committee to orchestrate the military buildup in Saudi Arabia, preserve a diverse coalition, define US objectives, and oversee operations to liberate Kuwait. For his contributions during the Persian Gulf War, he received the President's Citizens Medal.

During both the Bush and Clinton administrations, when the Deputies Committee debated the use of US forces in regional crises in Somalia, Haiti, and Bosnia, Jeremiah opposed such involvement unless it was part of a comprehensive program to address the roots of the crisis in each country. Nevertheless, in 1992, when international famine relief efforts in Somalia were frustrated by Somali warlords and roving bandits, Admiral Jeremiah supported President George Bush's decision to deploy US forces there in December as part of a relief operation. Operation RESTORE HOPE succeeded in reopening delivery routes and protecting UN food relief convoys.

When a United Nations follow-on force took over the operation in May 1993, it lacked a clear chain of command, agreed objectives, and the supporting economic and political support that Admiral Jeremiah persistently advocated, and forces controlled by Somali warlords, notably Mohammed Farah Aideed, resumed their depredations. In June after gunmen ambushed and killed 24 Pakistani soldiers, the UN Security Council called for the capture of those responsible for the killings. Together with General Powell, Admiral Jeremiah opposed calls for deployment of Special Operations Forces (SOF) but reluctantly agreed in August after repeated attacks on US troops.

Three days after Powell retired, attacks on US forces in Somalia led to a change in US policy. As Acting Chairman until General John Shalikashvili became Chairman on 25 October, Admiral Jeremiah was a key participant in setting a new course. On 3 October 1993, after a successful SOF raid in which important subordinates of Aideed were captured, Somali gunmen shot down two US helicopters. When US troops attempted a rescue, a large force of Somalis pinned down the Americans, killing 18 and wounding 84. Public reaction led President Clinton to withdraw SOF forces. He set a specific timetable for withdrawal and, at Jeremiah's urging, directed both ground and sea-based reinforcement of the remaining forces to stabilize the situation.

Wary of deploying US ground combat troops to areas where no US vital interest was at stake, Admiral Jeremiah also argued within the Deputies Committee against ground operations in Haiti and Bosnia. He recommended multinational efforts to reorganize the Haitian security forces, restore the elected president, and provide developmental aid. Despite his warning that adequate diplomatic groundwork was not in place, the USS *Harlan County,* with a US training mission of nearly 200 troops was sent to Haiti in October 1993, only

Admiral Jeremiah meets with the headman and a tribesman in Oddur, Somalia, 1992.

to be prevented from docking at Port-au-Prince by paramilitary gangs loyal to the ruling military junta.

The contingencies in Somalia, Haiti, and Bosnia; the threat from Iraq and North Korea; international terrorism; and the worldwide activities of the drug cartels presented an array of strategic challenges. At the same time, US public opinion called for a shift of resources to domestic needs. As they restructured defense posture after the Cold War, senior defense officials in both the Bush and Clinton administrations relied upon Admiral Jeremiah's advice to reshape policy on acquisition, force structure, and resource issues, particularly the DOD infrastructure.

As Chairman of the JROC and Vice Chairman of the DAB, Jeremiah faced the basic challenge of choosing weapons and communications systems for the twenty-first century at a time when little money was available to start new projects. He sought to move away from systems that could not be easily adapted to exploit new technologies or that were so highly specialized that they could only be used against a narrow threat or in a unique environment.

Admiral Jeremiah worked with the other members of the JROC to develop a requirements system in which advanced weapons and systems could be produced on a smaller scale and combined with existing systems

to satisfy contingency requirements while maintaining the US lead in defense technology. In Jeremiah's view, this would speed production, reduce costs, and allow the military to exploit new technologies in designing doctrine, tactics, and organizations. Within the JROC, Admiral Jeremiah pushed for several weapons systems he deemed vital to joint warfighting. Among these were joint command and control systems for global and theater contingencies, strategic sealift and the C-17 aircraft for modern strategic lift capability, better means for combat identification of friendly forces, and increased deployment of unmanned aerial vehicles to improve battlefield intelligence for the theater and joint task force commander.

Following heart surgery in November 1993, Admiral Jeremiah continued to serve as General Shalikashvili's Vice Chairman and perform a broad range of national security duties until his retirement on 28 February 1994. On Jeremiah's retirement, General Powell praised him for his major contributions to roles and missions and the joint requirements oversight process. Australia awarded him the first Order of Australia given to a foreign officer. After retiring, Jeremiah became a director of both Litton Industries and Alliant Techsystems and president of Technology Strategies and Alliances, a strategic consulting and investment banking firm based in northern Virginia.

David Elmer Jeremiah
Admiral, USN

Promotions		Dates	
		Temporary	Permanent
ENS.			30 Mar 56
LTJG			30 Sep 57
LT.			01 May 60
LCDR			01 Mar 65
CDR			01 Sep 69
CAPT.			01 Apr 77
COMO		Jul 82	01 Oct 83
RADM		01 Apr 85	01 Sep 86
VADM			01 Jul 86
ADM			01 Oct 87

Assignments	Dates	
	From	To
Naval Recruiting Station and Office of Naval Officer Procurement, Seattle, WA	1956	1956
USS *Charles E. Brannon*	1956	1959
Released from active duty	1959	1961
USS *McGinty*	1961	1962
USS *Twining*	1962	1964
Fleet Training Center, San Diego, CA	1964	1964
Operations Officer, USS *Benjamin Stoddert*	1964	1966
Assistant Head, Surface Electronics Warfare Systems Section, Office of the Chief of Naval Operations, Fleet Operations and Readiness, Washington, DC	1966	1968
Executive Officer, USS *Joseph Strauss*	1968	1970
Student, Armed Forces Staff College, Norfolk, VA	1970	1971
Student, Harvard University	1971	1971
Systems Analyst, Office of the Secretary of Defense, Washington, DC	1971	1974
Naval Destroyer School, Newport, RI	1974	1974
Commander, USS *Preble*	1974	1976
Head, Program, Plans and Development Branch, Office of the Chief of Naval Operations, Washington, DC	1976	1979
Commander, Destroyer Squadron 24	1979	1980

Assignments   ## Dates

Executive Assistant to the Commander in Chief,
  US Pacific Fleet 1980 1982
Executive Assistant to the Chief of Naval Operations,
  Office of the Chief of Naval Operations,
  Washington, DC 1982 1984
Commander, Cruiser-Destroyer Group EIGHT. . . . 1984 1986
Director, Navy Program Planning, Office of the Chief
  of Naval Operations, Washington, DC. 1986 1987
Commander in Chief, US Pacific Fleet. 1987 1990
Vice Chairman, Joint Chiefs of Staff,
  Washington, DC 1990 1994

Principal US Military Decorations

Defense Distinguished Service Medal
Navy Distinguished Service Medal (with 3 gold stars)
Army Distinguished Service Medal
Air Force Distinguished Service Medal
Legion of Merit (with gold star)
Meritorious Service Medal (with gold star)
Navy Achievement Medal (with combat "V")